

AFCONS INSIGHT

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ET INFRA AWARDS

Afcons felicitated in annual summit

SAFETY AWARD

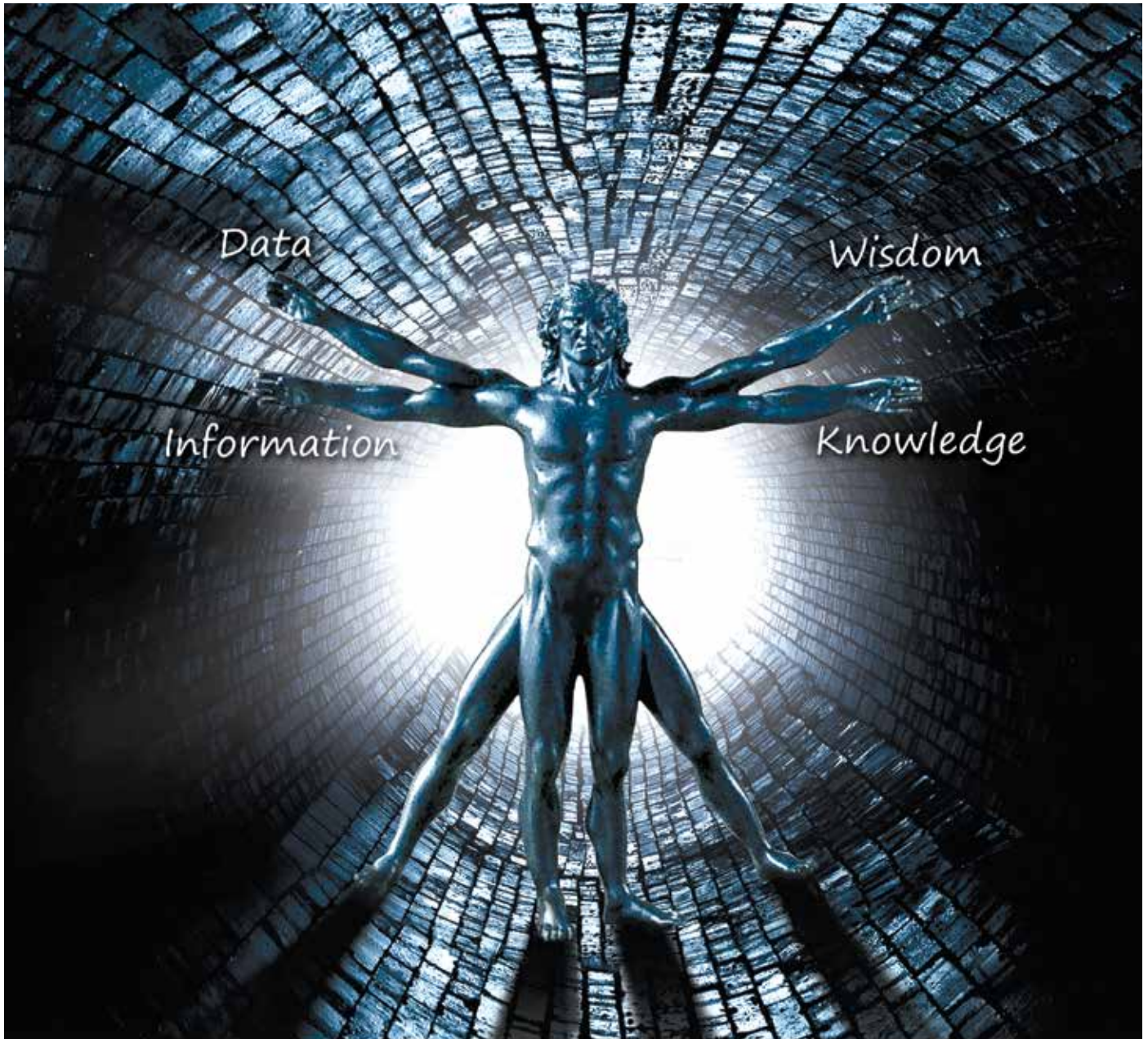
Afcons bags Greentech Safety awards

TREASURE HUNT

Novel initiative to woo Afcons Gnosis users

NEW JOB IN UP

Afcons bags road project from UP Govt



KNOWLEDGE MANAGEMENT

A vital discipline for improving organisation efficiency

Reliance has awarded an Appreciation Certificate for the efforts in consistently achieving higher HSE score than the set benchmark on September 09, 2014

CMRL has awarded an Appreciation Letter for the remarkable voluntary services rendered in Moulivakkam building collapse site on July, 2014

RVNL has issued an Appreciation Letter for successfully achieving "6.685 million safe man hours" on the Kolkata Metro Railway Line Project - Pkg ANV 3 on July 08, 2014



OFFICE ADDRESS

AFCONS House,
16, Shah Industrial Estate,
Veera Desai Road, Azadnagar,
Andheri (W), Mumbai - 400 053,
Maharashtra, India.
Tel No: +91-22-67191000
Fax: +91-22-2673 0047/ 2673 0026
Website: www.afcons.com
CIN No: U45200MH1976PLC019335

EDITORIAL

S Paramasivan, Sandeep Desai,
Bhakti Prasad, Krishnakumari C,
Bivabasu Kumar

Knowledge is power



Knowledge is a critical but underutilised resource. After AFCONS completes a project, what the world sees is the completed work - a bridge, jetty, elevated road, metro, etc. But what is not visible is the vital knowledge or knowhow that gets generated in the course of execution.

It is this knowledge or knowhow that helps us bag the next similar project where we utilise this resource to execute better. But we need to be more efficient in capturing the knowledge generated during a project and tapping the prior accumulated experiences. Hence we have introduced Knowledge Management - Afcons GNOSIS.

Knowledge Management is going to play a crucial role in AFCONS in future. With the business environment becoming highly competitive, knowledge management can differentiate us from others.

Afcons Gnosis can be a platform for young engineers to grow their capabilities by accessing the vast content on Gnosis. Further, when faced with any technical challenge, a person at site can use the 'Ask-an Expert' feature, to get prompt support from the Panel of Experts that have been identified for this purpose.

I urge all Afconians to contribute their expertise to Gnosis and make it their primary source of technical knowhow.

K Subrahmanian

Why KM for AFCONS?

Each project is unique and we keep developing our expertise in new areas

Availability of experts (competent people)?

Continuous training & development

We learn a lot while working – knowledge remains at site with people

Lessons learnt at one project to be made available to required people at other sites

To have common platform for knowledge sharing & problem solving

To capture knowledge in various documented formats

Success starts with KM

GNOSIS provides access to organisation knowledge

Classical traditions, stories about ancient empires, works of centuries old philosophers and those magical tales about Gods and Goddesses often enchant us as we read about them. Ever thought why and how the stories and events that were written or took place hundreds of years ago have lived through generations?

This was through the Oral Tradition where knowledge was passed on from generation to generation through stories, songs, cultural traditions etc. After the invention of the Printing Press, the Written Tradition took precedence over the previous traditions.

We are now in the information age and with the internet becoming all pervasive Knowledge Repositories are believed to be the new way of transferring knowledge. This is why Knowledge Management is now becoming an important discipline.

In the context of Afcons the most relevant explanation of KM would be “Knowledge Management involves blending internal and external information and turning it into actionable knowledge via technology platform”.

Afcons introduced Knowledge Management, which is known as Gnosis (Greek word for experienced knowledge) in March 2011. The idea was suggested by Chairman Mr Shapoor Mistry and Mr Nawshir Khurody, a member of the Board of Directors. Considering the wide spectrum of Afcons’ business activities, they realised that each project is unique and it is important to capture learnings and develop depth of expertise through knowledge sharing.

Knowledge Management was rolled out in three phases. There was a pilot phase for initial review and improvement. Then the official launch took place at the Quarterly Review Meeting (QRM) in July 2012. Thereafter, KM was rolled out at all project sites.

So, how does Knowledge Management help in infrastructure business? As we know, infrastructure business is one of the most challenging professions in the world. It involves translating designs into physical structures. At every stage, right from mobilization upto demobilization, knowledge is applied. Over the years, some knowledge becomes standardised and we ensure those become SOP’s.

However, it is the novel or new experiences and challenges at every site that are vital to the growth of the organisation’s Knowledge Bank. This is when Gnosis needs to be harnessed.

Capturing Learnings and Innovations

Unless, these novel activities are documented and studied then and there, it is nearly impossible to pick one’s brain and remember to document every aspect of how a particular job is done, after it gets completed. The monstrous work pressure takes a toll and we do leave out some learnings. This is when KM becomes a handy tool to capture a moment or activity as it happens or immediately thereafter.

These novel experiences are actually Innovations. In every project innovations keep happening. They take place in every function- technical and non-technical. It is important to capture all such instances.

At Afcons, the capture of the Learnings, Experiences and Innovations are known as Lessons Learned. The Lessons Learned if done every quarter or at the end of every stage ultimately cascades into the Project Completion Report.

Growing the Expertise of Engineers

The other purpose served by Gnosis Knowledge Management, is to provide a content repository, where young engineers can access the rich bank of experienced knowledge. It is on GNOSIS that one can refer to tests, methods, drawings etc for projects done in the past or

KM action plan

Building knowledge repositories

- By capturing best practices
- Story telling to capture ideas converted into successful results
- Innovations
- Learning from mistakes

Encouraging communication

- Forming expert panel
- Forming communities of practice

Opportunities to learn

- Capture ideas and turn them into actions
- Reaching to experts for problem solving

Sharing of Knowledge

- User can upload useful knowledge on portal

KM nuggets

Presentation at SOIL

AFCONS' KM efforts were lapped in a presentation at the School of Inspired Leadership (SOIL), at Gurgaon, last year. SOIL is a business school providing holistic education to create inspired leaders. It was a learning curve as much for the students as for the KM speakers.

KM Community Meet

The GNOSIS team hosted the quarterly Mumbai KM Community meet on January this year, at Mumbai office. The meet serves the purpose of bringing together those entrusted with KM implementation in their companies to learn from each other. At each meeting, a case study is presented from among the community members.

K-Cafe

Contributing to the Knowledge Sharing culture across organisations, the GNOSIS team led by Sandeep Desai showcased Afcons' best practices at K-Café organised by iGate Global Solutions Ltd on March 27. The team presented various best practices implemented by Afcons & how IT facilitates the streamlining of various business processes.

Communities of Practice

The 'Communities' are discussion forums around a particular technical topic/issue and will be open to all those interested in that topic. It will spur knowledge sharing and become a forum for like-minded professionals in AFCONS to contribute in their field of expertise.



Circa 2012: Chairman Mr Shapoor Mistry (left) and VC&MD Mr K Subrahmanian inaugurate Gnosis in Afcons House. (Below) A KM induction programme at site

current projects. This is one way in which young engineers can accelerate their learning.

For all technical issues where Gnosis does not have adequate content, or an explanation is required, one can reach out to the bank of experts through the Ask-an Expert feature. In quick time they will respond with the appropriate solution.

In the immediate future, there are plans to create Communities of Practice (COP). Communities of Practice are Discussion forums formed by users around a topic of interest to explore ways of working, identify common solutions, and share good practice and ideas. At the moment, pilot COP have been rolled out for CPE and Formwork.

As Afcons continues to evolve in its business execution skills and temperament, KM will be a constant resource for improving organisation efficiency.



NEW INITIATIVE

Treasure Hunt

Treasure Hunt is a weekly quiz competition organised by Afcons Gnosis team to create awareness among Gnosis users about the various features & the content available on the portal. The competitions run for three weeks & the results are declared in the fourth week of the month. To increase

participation, the Treasure Hunt is organised individually at each Project site so that we have one winner per project each month. Project Managers assisted by KM Ambassadors at each site play a vital role in making Treasure Hunt a successful initiative



Winner! A Treasure Hunt winner is being felicitated at Chenab site



PROFILE

DEEPAK
GAIKWAD

PERSONAL AGENDA

Birthday
29/03/1968

Place of Birth
Mumbai

Favourite Music
Religious Songs

Favourite colour
Light Blue

Favourite food
South Indian

Favourite Movie
Bombay to Goa

Favourite actor
Amitabh Bachchan

THE KM ARCHITECT

Amongst various innovations that define AFCONS vis-a-vis its competitors, Knowledge Management is one of the key differentiators. Afcons has set a benchmark amongst its Indian peers by launching *Gnosis*, its own KM model, and Deepak Gaikwad takes the cake for it.

A diploma holder in Civil Engineering & Management Studies, Gaikwad faced his first major challenge in Afcons during the launch of *Afcons Gnosis* in 2012. "The expectations were quiet high. The Chairman, Mr Shapoor Mistry, himself was going to inaugurate the initiative in presence of Managing Director, Mr K Subrahmanian, BU Heads, HODs & Project Managers. This was not only going to be the launch of a portal but an initiative to bring a cultural change in Afcons. The task was also challenging as this was the first time I was assigned with such a unique responsibility," Gaikwad reminisced.

In Infrastructure sector knowledge is vital. If the Knowledge of WHY and HOW of every aspect of the project is captured and shared, the same work can be executed faster in future. Any savings in time and effort increases the margins and goes straight to the bottomline.

"At every project new knowledge in the form of INNOVATIONS are generated. If this knowhow is systematically captured and shared, we do not have to reinvent the wheel when a similar challenge is faced in the next project," he said.

According to him, one of the high points of *Afcons Gnosis* is its in-house design. "This is an important aspect because we have put together features that are required by AFCONIANS and aligned with our KM Objectives," he said.

About his future plans with *Gnosis*, Gaikwad said: "We will introduce 'Communities of Practice' shortly. The 'Communities' are discussion forums around a particular technical topic/issue and will be open to all those interested in that topic."

J&K FLOODS

Sharing is caring for Afcons employees in flood-hit J&K

With a majority of J&K still reeling under flood waters, Afcons employees in the state are doing their best to bring succour to the people displaced by the natural calamity.

Employees of Tunnel Project 74R (2618), at Khari, in J&K, have shown exemplary courage and humanity by setting up a relief camp for the people displaced by the bulging Jhelum river and rescuing many by putting their own lives at risk. The swelling river water destroyed villages and forced hundreds to vacate their homes and take shelter at higher lands. Afcons employees volunteered to steer villagers to safety and assist in relief operations carried out by the Border Security Force and the National Disaster Response Force.

Afcons set up a temporary footbridge near Ramsu for flood victims and locals to cross over, deployed excavators and JCBs to clear landslides and repair the Nachlana-Khari road.

Thousands of flood victims were provided with basic amenities like drinking water, food and meals and the injured were ferried to nearby first aid and



medical centres. The Afcons project site as well as the adjoining village of Khari were cut off from the national highway due to landslide around the Nachlana area. The company's crushing plant was also affected by the rising Jhelum water. Despite running low on resources, Afcons employees at Khari showed the heart to share food with the flood victims. The Afcons management, too, contributed with relief material from Mumbai.



Afcons crushing plant is partially damaged by the rising Jhelum water; (right) Afcons employees distributing food at the relief camp

SWACHH BHARAT ABHIYAN

Charity begins at home

Showing its support for a nation-wide call of Swachh Bharat Abhiyan by Prime Minister Narendra Modi, employees at DMRC CC 15 project upheld the cause on October 2, by cleaning the casting yard, Ishwar Nagar Station and Jasola Station. Project Manager, BK Arora, pledged to keep the work environment clean. Others, who took part in the event, were JK Yadav, RK Panday, PS Dangwal, Sanjeev kumar and Man Singh.



Afcons staff clean the area surrounding the site on eve of Swachh Bharat Abhiyan in New Delhi

DUSSEHRA 2014

Sports Events



Carrom board, tug of war, cricket tourney and volley ball competitions

Cultural Celebration



The cultural programme in the afternoon was attended by all employees

LIFE AT AFCONS



Independence Day celebration at Jammu



Vishwakarma Pooja at PWD, Delhi



Engineers Day celebration at Chenab

HR CORNER



Advanced Excel workshop at Head Office

Workshop on Spirometry (Lung Function Test)

A workshop on Spirometry (Lung Function Test) was organised at RVNL and Delhi sites in August. The test helps to find out the lung capacity of each individual. The test is also a good indicator about the lung condition for people who are exposed to dust, cement and chemicals for a longer period of time. The Lung Function Test was conducted by Cipla Team.

Advanced Excel Workshop

A workshop on Advanced MS Excel was conducted at HO on Sept 4-5. The objective was to familiarize participants with advanced features of Excel so that they can manage, analyze and share information more effectively. The training was conducted by Ms. Varsha Naramdeo.

First Time Manager Training

This two-day programme was designed for employees promoted to managerial positions. The programme was held on Sept 22-23 at HO and was designed to develop knowledge and skills necessary to manage

individuals and teams. The training was conducted by Mr Sachin Karve, VC&MD Mr K Subrahmanian, and, Dy Managing Director, Mr S Paramasivan, addressed the participants on the final day.

Oil & Gas Training : Off-shore Structure

A training programme on Off-shore structures was organised for employees from Oil & Gas Dept on Sept 10. The training was conducted by Mr Sanket Sant. The objective was to provide an understanding of the basic concepts of off-shore Oil & Gas elements.



Workshop on Spirometry at PWD, Delhi

News

New job in UP

Afcons has been awarded two packages of the Agra to Lucknow Access Controlled Expressway (Green Field) Project. The expressway will be built in five packages. Afcons will work on Package II (Firozabad to Etawah) and Package IV (Kannauj to Unnao). The project is expected to be completed in three years' time.

New job at Kandla

Afcons has bagged a job from VOPAK, CRL Terminal Ltd, Mumbai for Tank Farm Upgradation. The scope of work includes dismantling of existing structures (incl 8 Tanks), relocation of tanks and structures and upgradation (incl automation of terminal and reconstruction of 20 tanks and construction of 6 new tanks).

The Economic Times 2nd Annual Infra Focus Summit

Afcons was felicitated by The Economic Times for its outstanding contribution in infrastructure development



GREENTECH SAFETY AWARDS 2014



Afcons Infrastructure Limited bagged four awards in the “13th Annual Greentech Safety Award - 2014” sponsored by Green-Tech Foundation (New Delhi)

- 1 Oil & Gas BU: Gold
- 2 RVNL Kolkata: Silver
- 3 DMRC CC-29: Silver
- 4 Chenab Bridge: Silver



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